

**SECRET**

OUTLINE OF LECTURE

I. INTRODUCTION: The Office of National Estimates

- A. Close liaison with Planning Board of the National Security Council.
- B. The Board of National Estimates: 9 general supervisors.
- C. The ONE Staff: 35 drafters and coordinators.

II. TYPES OF ESTIMATES

- A. Current situations in a given country or area - anytime.
- B. Capabilities and probable courses of action in the Soviet orbit or other hostile nations. Annually for budget planning purposes.
- C. Probable consequences of a particular U. S. policy.
  - 1. Done only by NSC request.

III. PRODUCTION SCHEDULE

- A. About 25 estimates a year.
- B. Can produce one a week if necessary or a crash estimate in a matter of hours.

IV. INTELLIGENCE ESTIMATES CAN BE CONSIDERED IN TWO CATEGORIES.

- A. Estimates for which the evidence is adequate to draw firm conclusions and almost certain predictions - e.g. "To estimate the effect on Western Europe of the loss of Iranian oil."
  - 1. Such estimates require the assembly and careful analysis of relevant data.
  - 2. Expert advice useful.
- B. Estimates for which the evidence is inadequate to draw firm conclusions and make predictions of high certainty - e.g. "To estimate the likelihood of general war between 1955 and 1960."
  - 1. Evidence is inadequate because of difficulty of obtaining it or its actual nature.
  - 2. Estimator must rely to large extent on his experience, judgment and common sense.
  - 3. Estimates of probable reactions to possible courses of action represent special class under this category.

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V. THE PROCEDURE OF PREPARING A NATIONAL INTELLIGENCE ESTIMATE (NIE).

- A. Call for an estimate by President, National Security Council, or member thereof.
- B. Preparation of terms of reference by ONE staff.
- C. Discussion with IAC representatives and assignment of responsibility for contributions.
- D. Drafting of contributions.
- E. Preparation of estimate.
  - 1. Preliminary draft by ONE staff.
  - 2. Discussion in Board of National Estimates.
  - 3. Discussion with IAC representatives.
  - 4. Agreement on final text by Board.
- F. Consideration by Intelligence Advisory Committee and approval for publication.

VI. PROBLEMS ENCOUNTERED IN PREPARATION OF AN NIE.

- A. Clear statement of the problem.
- B. Drafting terms of reference in order to elicit the best evidence.
- C. Interpreting and expressing information in terms useful to U.S. policy-maker.
- D. Finding language to express exact views of estimators.
- E. Obtaining agreement on estimate without compromising real meaning.
- F. Knowing when a dissent represents a real disagreement and not a difference over language.

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